
PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Health

Nepean Blue Mountains Local Health District

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RESPONSE RATE

26%

**1,221 RESPONSES
OUT OF 4,739 EMPLOYEES**

ENGAGEMENT INDEX

60%

PMES 2016
SECTOR SCORE **65%**

PMES 2014
SECTOR SCORE **65%**

PMES 2016 CLUSTER
SCORE **65%**



ENGAGEMENT

Engaged employees have a sense of personal attachment to their work and organisation; they are motivated and able to give their best to help the organisation succeed.

The complete list of questions which are used to calculate the Engagement Index are listed in the All Questions pages.

RESPONSE RATE

Due to the size of the NSW public sector, even comparatively low levels of response to People Matter can be statistically representative and an accurate reflection of perceptions. Any parts of the sector where the response rate is too low for data to be fully reliable have been flagged in reports.

Some entities exceeded 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey.

QUESTION HEADLINES

+ HIGHEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

1h.	I look for ways to perform my job more effectively	94%
1a.	I understand what is expected of me to do well in my role	87%
2i.	People in my workgroup treat customers/clients with respect	85%
2a.	My workgroup strives to achieve customer/client satisfaction	82%
1d.	I feel I make a contribution to achieving the organisation's objectives	82%
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	81%
2d.	People in my workgroup have the appropriate skills to do the job well	75%
2e.	I receive help and support from other members of my workgroup	74%
8b.	Cultural background is not a barrier to success in my organisation	74%
8e.	Sexual orientation is not a barrier to success in my organisation	74%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

7l.	My organisation's processes for recruiting employees are efficient	21%
6h.	I feel that senior managers listen to employees	29%
15.	I believe action will be taken on the results from this survey by my organisation	31%
6b.	I feel that senior leaders effectively lead and manage change	34%
6g.	I feel that senior managers keep employees informed about what's going on	34%
7f.	I feel that change is handled well in my organisation	35%
6c.	I feel that senior managers model the values of my organisation	36%
7m.	Recruitment and promotion decisions in this organisation are generally fair	37%
9b.	I have confidence in the ways my organisation resolves grievances	37%
6a.	I believe senior managers provide clear direction for the future of the organisation	37%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are your highest and lowest scoring questions from the survey, based on respondents who have selected 'Strongly Agree' and 'Agree'.

BUSINESS UNIT COMPARISON



COMPARISON OF BUSINESS UNITS

This page provides the scores for each of the business units below Nepean Blue Mountains Local Health District, using the same key question groups.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Nepean Blue Mountains Local Health District	Blue Mountains Hospital	Community Health Service	Drug and Alcohol Service	Executive Other	Finance, Business and Information Directorate	Lithgow Hospital	Mental Health Service	Nepean Hospital	Nursing and Midwifery	Oral Health Service	Portland Hospital	Public Health/Population Health	Springwood Hospital
NUMBER OF RESPONDENTS	1221	103	143	66	19	54	80	88	442	45	35	14	46	14
ENGAGEMENT	60%	56%	60%	45%	72%	56%	55%	70%	59%	57%	68%	69%	67%	67%
SENIOR MANAGERS	37%	26%	35%	23%	49%	36%	28%	56%	34%	29%	57%	48%	52%	29%
COMMUNICATION	52%	50%	48%	45%	73%	48%	42%	63%	51%	43%	56%	54%	68%	55%
HIGH PERFORMANCE	64%	62%	65%	54%	75%	60%	60%	73%	61%	58%	71%	72%	71%	72%
PUBLIC SECTOR VALUES	60%	57%	62%	51%	69%	58%	54%	69%	57%	51%	69%	71%	68%	67%
DIVERSITY & INCLUSION	61%	56%	57%	54%	75%	57%	52%	72%	59%	54%	68%	67%	74%	70%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 10 RESPONDENTS

BUSINESS UNIT COMPARISON



COMPARISON OF BUSINESS UNITS

This page provides the scores for each of the business units below Nepean Blue Mountains Local Health District, using the same key question groups.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Nepean Blue Mountains Local Health District	Total Asset Management	Workforce People and Culture Directorate
NUMBER OF RESPONDENTS	1221	24	28
ENGAGEMENT	60%	47%	69%
SENIOR MANAGERS	37%	42%	56%
COMMUNICATION	52%	54%	76%
HIGH PERFORMANCE	64%	54%	82%
PUBLIC SECTOR VALUES	60%	54%	78%
DIVERSITY & INCLUSION	61%	57%	80%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 10 RESPONDENTS



EXPLORE THE FULL SURVEY RESULTS

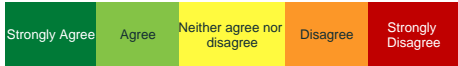
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ENGAGEMENT	60% RESPONSE SCALE					AGREEMENT %	PMES 2014	HEALTH	SECTOR
Q7o. I would recommend my organisation as a great place to work	15	37	27	10	11	52%	52%	60%	60%
Q7p. I am proud to tell others I work for my organisation	18	41	26	8	8	59%	63%	68%	68%
Q7q. I feel a strong personal attachment to my organisation	19	38	25	9	9	56%	55%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives	14	34	28	13	11	48%	47%	54%	55%
Q7s. My organisation inspires me to do the best in my job	16	34	27	13	11	49%	51%	55%	55%

KEY





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Some key comparisons are provided.

ENGAGEMENT WITH WORK 73% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		73%	78%	76%
Q1h. I look for ways to perform my job more effectively		94%	94%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		70%	75%	76%
Q1j. I am satisfied with my job at the present time		57%	63%	63%

KEY





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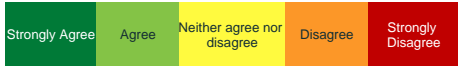
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Some key comparisons are provided.

SENIOR MANAGERS	37% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	28	27	17	18	37%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change	8	25	27	19	20	34%	42%	43%
Q6c. I feel that senior managers model the values of my organisation	9	26	28	16	21	36%	45%	48%
Q6d. Senior managers encourage innovation by employees	10	29	28	17	16	39%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	9	32	29	14	16	41%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	10	36	26	13	15	46%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	8	26	25	19	22	34%	42%	44%
Q6h. I feel that senior managers listen to employees	7	22	28	18	25	29%	37%	39%
Q7f. I feel that change is handled well in my organisation	8	27	31	19	15	35%	43%	41%

KEY





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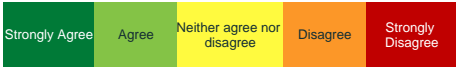
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Some key comparisons are provided.

COMMUNICATION	52% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5e. My manager communicates effectively with me		66%	66%	69%
Q5f. My manager encourages and values employee input		62%	66%	69%
Q5g. My manager involves my workgroup in decisions about our work		58%	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		34%	42%	44%
Q6h. I feel that senior managers listen to employees		29%	37%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		63%	67%	69%

KEY





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This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

	HIGH PERFORMANCE				64% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1a. I understand what is expected of me to do well in my role	37	50	7			87%	91%	90%
Q1b. I have the tools I need to do my job effectively	16	51	15	14		66%	72%	70%
Q1c. I get the information I need to do my job well	14	51	15	14		65%	69%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	29	53	11			82%	86%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	21	44	14	12	9	65%	70%	69%
Q2b. People in my workgroup use time and resources efficiently	18	48	18	11		66%	68%	70%
Q2c. My team works collaboratively to achieve its objectives	23	47	15	10		70%	74%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	23	52	14	8		75%	77%	76%
Q3h. I have received appropriate training and development to do my job well	18	49	19	8		68%	69%	63%

KEY





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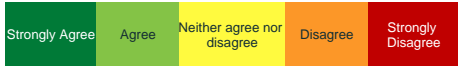
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Some key comparisons are provided.

	HIGH PERFORMANCE					64% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	23	47	14	9	8	69%	70%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	19	44	20	10	7	63%	65%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	18	44	19	9	9	62%	63%	65%	
Q5j. I have confidence in the decisions my line manager makes	22	39	18	11	10	61%	64%	67%	
Q6d. Senior managers encourage innovation by employees	10	29	28	17	16	39%	47%	49%	
Q6e. Senior managers promote collaboration between my organisation and others we work with	9	32	29	14	16	41%	49%	52%	
Q7d. My organisation focuses on improving the work we do	19	48	20	9		67%	76%	76%	
Q7e. My organisation is making the necessary improvements to meet our future challenges	14	37	27	15	8	50%	61%	62%	
Q7g. There is good co-operation between teams across our organisation	9	34	28	16	13	43%	50%	48%	

KEY





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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

	64% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q7n. My organisation generally selects capable people to do the job	9	40	27	13	11	49%	53%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	16	47	24	8		63%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	32	49	13			81%	84%	85%

KEY





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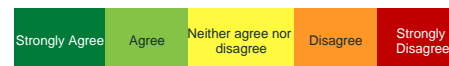
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		60% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR			
Q2a. My workgroup strives to achieve customer/client satisfaction	33	50	10	82%	85%	85%		
Q2b. People in my workgroup use time and resources efficiently	18	48	18	11	66%	68%	70%	
Q2g. People in my workgroup are honest, open and transparent in their dealings	21	41	18	12	8	62%	64%	67%
Q2h. People in my workgroup treat each other with respect	23	42	16	11	8	65%	68%	72%
Q2i. People in my workgroup treat customers/clients with respect	34	51	10		85%	86%	86%	
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	23	47	14	9	8	69%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	19	44	20	10	7	63%	65%	64%
Q5d. My manager listens to what I have to say	25	43	12	9	10	69%	70%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	22	34	21	9	13	57%	61%	64%

KEY





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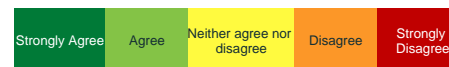
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	60% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	27	44	12	7	10	71%	72%	76%
Q5l. My manager talks to me about how the values apply to my work	18	37	24	12	10	55%	58%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	28	27	17	18	37%	45%	47%
Q6c. I feel that senior managers model the values of my organisation	9	26	28	16	21	36%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	10	36	26	13	15	46%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	8	26	25	19	22	34%	42%	44%
Q6h. I feel that senior managers listen to employees	7	22	28	18	25	29%	37%	39%
Q7a. My organisation provides high quality services	20	53	16			73%	81%	80%
Q7b. My organisation strives to match services to customer/client needs	20	53	16			73%	80%	80%

KEY





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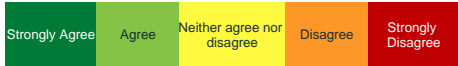
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	60% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q7c. My organisation strives to earn and sustain a high level of public trust	22	52	17	9	0	74%	82%	83%
Q7d. My organisation focuses on improving the work we do	19	48	20	9	4	67%	76%	76%
Q7h. People in my organisation take responsibility for their own actions	8	34	31	15	12	42%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	10	41	29	10	10	51%	58%	63%

KEY





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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

DIVERSITY & INCLUSION	61% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	15	40	20	14	11	55%	60%	59%
Q5d. My manager listens to what I have to say	25	43	12	9	10	69%	70%	73%
Q5f. My manager encourages and values employee input	24	37	17	10	11	62%	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	21	38	19	10	12	59%	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	22	34	21	9	13	57%	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	14	31	34	14	14	45%	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	17	50	20	7	7	67%	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	16	47	24	8	7	63%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	18	46	15	11	11	63%	67%	69%

KEY





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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

DIVERSITY & INCLUSION	61% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	32	49	13			81%	84%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	15	31	25	14	15	46%	55%	58%

KEY





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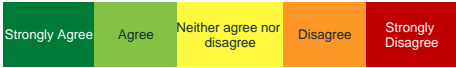
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Some key comparisons are provided.

RECRUITMENT	36% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	15	23	28	28		21%	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	8	29	33	15	15	37%	43%	41%
Q7n. My organisation generally selects capable people to do the job	9	40	27	13	11	49%	53%	51%

KEY





EXPLORE THE FULL SURVEY RESULTS

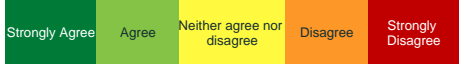
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	51%	RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	20	38	25	7	9	58%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	16	35	32	8	9	51%	51%	53%
Q7g. There is good co-operation between teams across our organisation	9	34	28	16	13	43%	50%	48%

KEY





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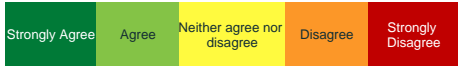
Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT

58% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	15 45 16 18	60%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	21 48 13 12	69%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	19 41 17 16 7	60%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	17 43 18 13 10	60%	59%	59%
Q3e. My performance is assessed against clear criteria	15 43 22 13 8	57%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	24 42 11 10 12	67%	69%	71%
Q3g. I am able to access the right learning and development opportunities as required	18 46 18 11	64%	66%	60%
Q3h. I have received appropriate training and development to do my job well	18 49 19 8	68%	69%	63%
Q3i. I have a strong desire to advance my career	32 34 24	66%	69%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

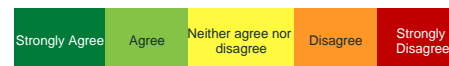
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	58% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	12 35 25 15 12	47%	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	15 24 33 18 9	40%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	22 41 16 10 11	63%	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly	13 29 31 16 13	41%	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	19 42 21 8 9	62%	61%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	20 38 25 7 9	58%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	16 35 32 8 9	51%	51%	53%
Q7j. My organisation is committed to developing its employees	12 35 27 13 12	48%	53%	53%

KEY





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Some key comparisons are provided.

MOBILITY	50% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	15	24	33	18	9	40%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	20	38	25	7	9	58%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	16	35	32	8	9	51%	51%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

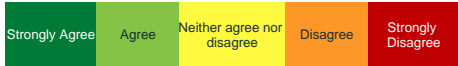
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

PAY & BENEFITS		56% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q4a. I am paid fairly for the work I do		12	42	20	17	10	54%	55%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)		11	46	23	14	0	58%	60%	60%

KEY





EXPLORE THE FULL SURVEY RESULTS

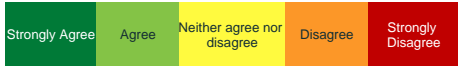
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

DIVERSITY GROUPS	71% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	21	54	19			74%	77%	77%
Q8c. Age is not a barrier to success in my organisation	19	51	20			71%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	17	46	30			63%	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	21	53	22			74%	76%	76%
Q8f. Gender is not a barrier to success in my organisation	20	53	20			74%	75%	74%

KEY





EXPLORE THE FULL SURVEY RESULTS

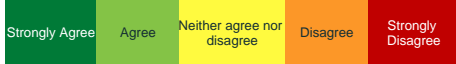
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

WORKPLACE SUPPORT	57% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		55%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level		55%	60%	58%
Q1l. My workload is acceptable		49%	54%	55%
Q2e. I receive help and support from other members of my workgroup		74%	78%	80%
Q2f. There is good team spirit in my workgroup		60%	64%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		45%	52%	56%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

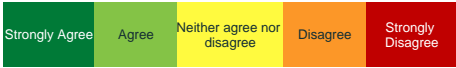
ACTION ABOUT SURVEY RESULTS

31% RESPONSE SCALE

Q15. I believe action will be taken on the results from this survey by my organisation



KEY





EXPLORE THE FULL SURVEY RESULTS

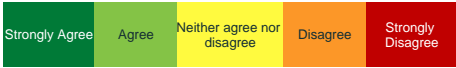
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

WORKPLACE CONDUCT	44% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	10 41 29 10 10	51%	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	7 30 30 17 16	37%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	11 32 27 15 16	43%	48%	49%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		41%	42%	46%
Better skills in my workgroup		27%	28%	27%
Improved career opportunities		46%	47%	52%
Improved learning and development opportunities		50%	49%	50%
Greater involvement in decision making		32%	32%	33%
Better pay and benefits		58%	58%	58%
Greater recognition for the work I do		47%	44%	45%
Better leadership from senior managers		44%	37%	39%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		31%	29%	27%
Better accountability for performance		21%	24%	25%
A better location		18%	19%	20%
More flexible working conditions		45%	38%	38%
Better work/life balance		47%	43%	46%
Improved facilities		36%	32%	30%
Improved technology and systems		32%	33%	38%
Better job security		30%	33%	43%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

WORKPLACE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		76%	77%	72%
No		20%	19%	24%
Don't Know		3%	3%	4%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		33%	31%	25%
No		56%	59%	64%
Don't Know		11%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		61%	65%	63%
No		38%	33%	35%
Don't Know		1%	1%	2%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		49%	43%	35%
No		44%	50%	58%
Don't Know		7%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		29%	24%	20%
No		65%	71%	75%
Don't Know		6%	5%	5%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10e. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.				
A senior manager		25%	20%	23%
Your Immediate Manager/Supervisor		24%	26%	26%
A fellow worker at your level		31%	29%	25%
A subordinate		4%	7%	8%
A client or customer		2%	2%	2%
A member of the public other than a client or customer		1%	1%	0%
Other		5%	5%	4%
Prefer not to say		9%	11%	13%



EXPLORE THE FULL SURVEY RESULTS

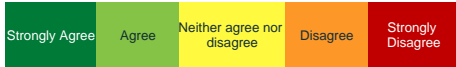
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

HEALTH QUESTIONS	RESPONSE SCALE					AGREEMENT %	HEALTH
Q1. Morale is good in my team	15	36	17	19	12	51%	59%
Q2. I believe I am valued for what I can offer at my workplace	17	44	16	13	10	61%	69%
Q3. In my workplace, we recognise our successes and innovations	15	44	20	12	9	59%	64%
Q4. Staff are treated respectfully regardless of their job	18	41	18	11	11	59%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	12	28	24	17	20	39%	49%
Q6. Overall, I have confidence in the decisions made by my senior managers	12	32	22	15	19	44%	50%

KEY





EXPLORE THE FULL SURVEY RESULTS

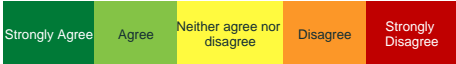
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

HEALTH QUESTIONS	RESPONSE SCALE					AGREEMENT %	HEALTH
Q7. I have a say in decisions which affect my work	11	34	23	17	15	45%	50%
Q8. Where I work, we share the lessons learnt when mistakes are made	14	44	21	12	11	57%	64%
Q9. My team's objectives/work plans are clearly outlined	12	46	20	12	10	59%	64%
Q10. Our objectives/work plans help us to deliver a quality service	13	46	22	9	9	60%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	13	25	26	16	20	38%	41%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

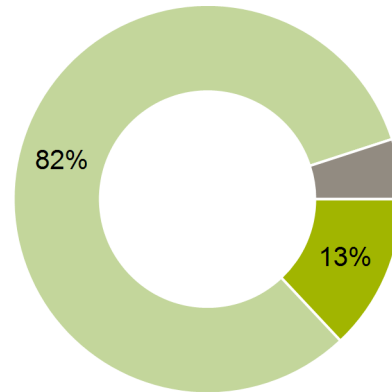
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		18%
Female		80%
Other		2%
Age		
<35		21%
35 - 54		55%
> 54		24%

PROFILE OF RESPONDENTS

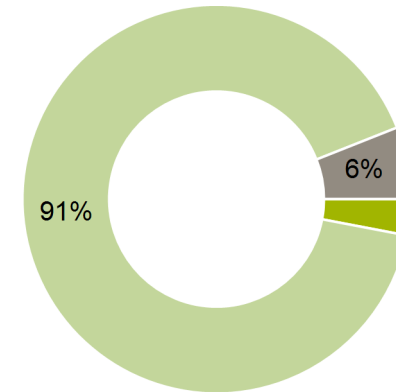


PERSONAL PROFILES

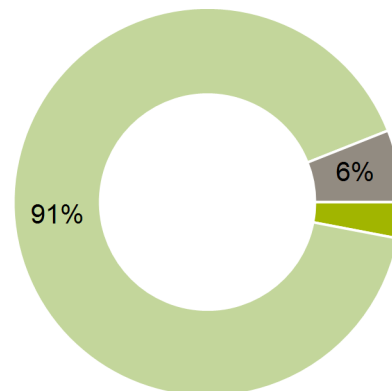
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



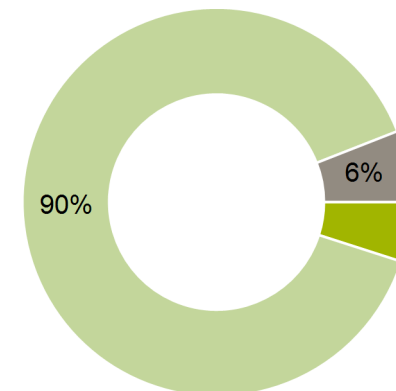
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



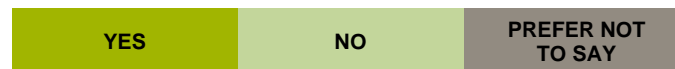
DO YOU HAVE A DISABILITY?



DO YOU IDENTIFY AS LGBTI?



KEY



PROFILE OF RESPONDENTS



WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		9%
1 - 2 years		9%
2 - 5 years		19%
5 - 10 years		19%
10 - 20 years		32%
More than 20 years		12%

PROFILE OF RESPONDENTS



WORK PROFILES

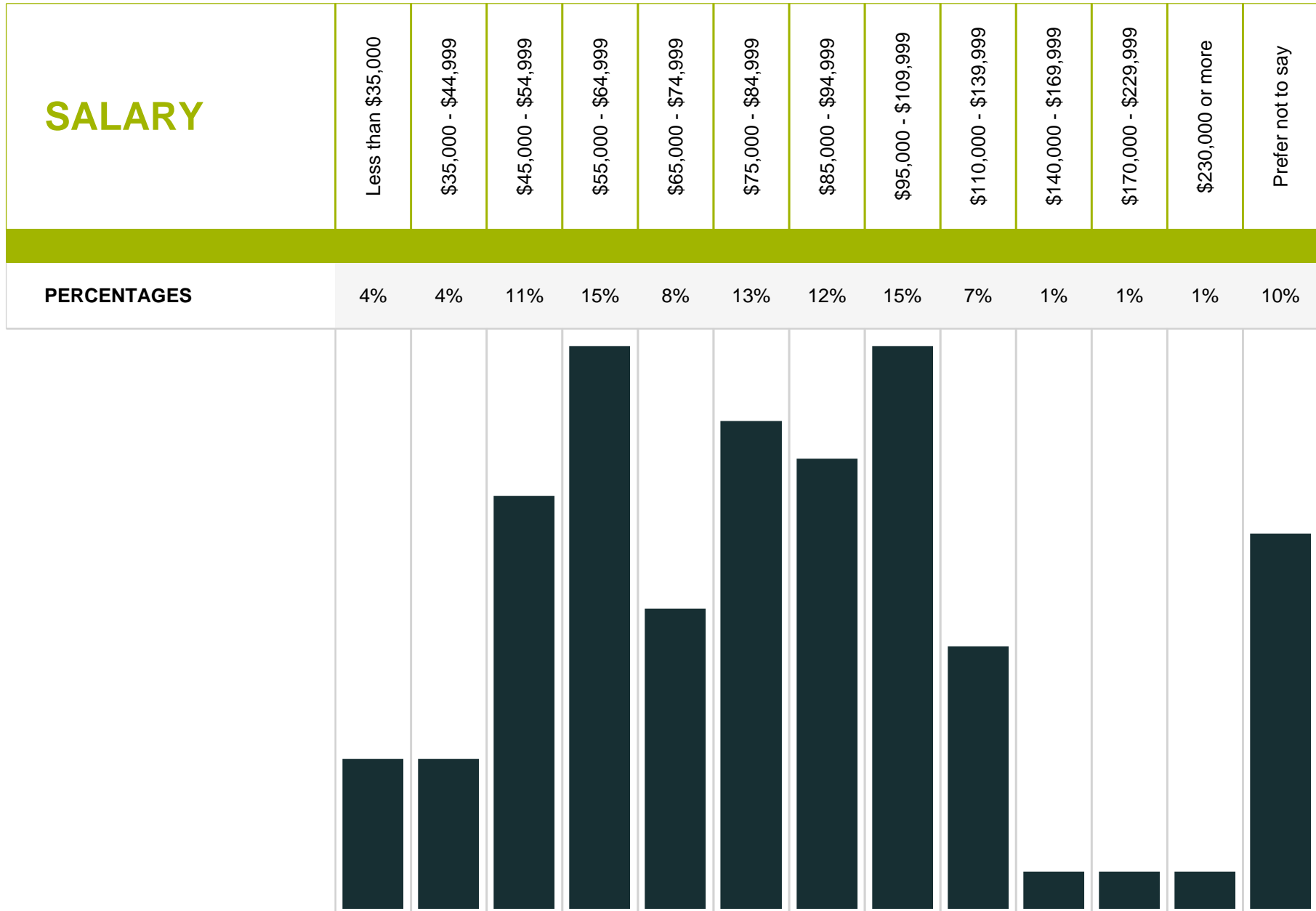
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		65%
Other service delivery work		5%
Administrative support		11%
Corporate services		7%
Policy		0%
Research		0%
Program and project management support		3%
Other		8%

PROFILE OF RESPONDENTS



WORK PROFILES

SALARY



RESULTS BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Nepean Blue Mountains Local Health District	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	1221	695	50	121	77	2	4	35	0	91
ENGAGEMENT	60%	59%	54%	65%	63%	(r)	(r)	63%	(r)	60%
SENIOR MANAGERS	37%	34%	31%	40%	51%	(r)	(r)	48%	(r)	42%
COMMUNICATION	52%	51%	48%	53%	62%	(r)	(r)	65%	(r)	51%
HIGH PERFORMANCE	64%	63%	54%	65%	70%	(r)	(r)	71%	(r)	59%
PUBLIC SECTOR VALUES	60%	59%	50%	61%	68%	(r)	(r)	68%	(r)	57%
DIVERSITY & INCLUSION	61%	60%	56%	61%	65%	(r)	(r)	75%	(r)	56%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Nepean Blue Mountains Local Health District	Less than \$35,000	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	\$75,000 - \$84,999	\$85,000 - \$94,999	\$95,000 - \$109,999	\$110,000 - \$139,999	\$140,000 - \$169,999	\$170,000 - \$229,999	\$230,000 or more	Prefer not to say
NUMBER OF RESPONDENTS	1221	42	43	123	157	83	135	129	156	70	11	8	6	110
ENGAGEMENT	60%	64%	61%	60%	63%	59%	56%	51%	62%	69%	(r)	(r)	(r)	52%
SENIOR MANAGERS	37%	48%	31%	31%	37%	38%	30%	30%	47%	58%	(r)	(r)	(r)	27%
COMMUNICATION	52%	62%	49%	46%	52%	51%	48%	46%	59%	67%	(r)	(r)	(r)	45%
HIGH PERFORMANCE	64%	68%	66%	61%	64%	63%	58%	55%	70%	76%	(r)	(r)	(r)	56%
PUBLIC SECTOR VALUES	60%	65%	59%	56%	60%	61%	54%	51%	66%	74%	(r)	(r)	(r)	52%
DIVERSITY & INCLUSION	61%	70%	60%	55%	62%	59%	56%	53%	66%	73%	(r)	(r)	(r)	53%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULTS BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Nepean Blue Mountains Local Health District	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	1221	94	100	207	197	335	130
ENGAGEMENT	60%	74%	66%	58%	55%	57%	63%
SENIOR MANAGERS	37%	60%	39%	41%	30%	32%	39%
COMMUNICATION	52%	73%	57%	53%	46%	48%	54%
HIGH PERFORMANCE	64%	80%	67%	62%	58%	60%	66%
PUBLIC SECTOR VALUES	60%	77%	63%	59%	54%	56%	63%
DIVERSITY & INCLUSION	61%	80%	67%	60%	55%	57%	61%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULTS BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Nepean Blue Mountains Local Health District	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	1221	1	37	73	107	123	150	166	148	173	53	31
ENGAGEMENT	60%	(r)	78%	65%	59%	59%	56%	58%	59%	62%	59%	60%
SENIOR MANAGERS	37%	(r)	53%	35%	42%	34%	36%	33%	34%	42%	37%	44%
COMMUNICATION	52%	(r)	68%	53%	55%	53%	49%	51%	52%	54%	50%	58%
HIGH PERFORMANCE	64%	(r)	77%	67%	64%	62%	60%	61%	64%	64%	64%	66%
PUBLIC SECTOR VALUES	60%	(r)	72%	63%	61%	57%	57%	57%	61%	61%	61%	60%
DIVERSITY & INCLUSION	61%	(r)	78%	68%	63%	62%	55%	58%	60%	61%	57%	63%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULTS BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Nepean Blue Mountains Local Health District	Male	Female	Other
NUMBER OF RESPONDENTS	1221	198	854	19
ENGAGEMENT	60%	60%	60%	(r)
SENIOR MANAGERS	37%	43%	36%	(r)
COMMUNICATION	52%	59%	51%	(r)
HIGH PERFORMANCE	64%	65%	64%	(r)
PUBLIC SECTOR VALUES	60%	62%	60%	(r)
DIVERSITY & INCLUSION	61%	65%	60%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Nepean Blue Mountains Local Health District	Junior Medical Officer	Career Medical Officer, Hospitalist	Staff Specialist	Visiting Medical Officer	Clinical Academic	Assistant in Nursing	Enrolled Nurse	Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist/Consultant, Practitioner	Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator	Nurse/Midwifery Manager	Support Officers	Information Management	Clinical Support Executive
NUMBER OF RESPONDENTS	1221	5	1	7	1	1	8	32	245	8	39	40	4	0
ENGAGEMENT	60%	(r)	(r)	(r)	(r)	(r)	(r)	57%	52%	(r)	68%	61%	(r)	(r)
SENIOR MANAGERS	37%	(r)	(r)	(r)	(r)	(r)	(r)	25%	27%	(r)	55%	25%	(r)	(r)
COMMUNICATION	52%	(r)	(r)	(r)	(r)	(r)	(r)	45%	42%	(r)	61%	46%	(r)	(r)
HIGH PERFORMANCE	64%	(r)	(r)	(r)	(r)	(r)	(r)	60%	56%	(r)	74%	59%	(r)	(r)
PUBLIC SECTOR VALUES	60%	(r)	(r)	(r)	(r)	(r)	(r)	52%	50%	(r)	70%	54%	(r)	(r)
DIVERSITY & INCLUSION	61%	(r)	(r)	(r)	(r)	(r)	(r)	59%	50%	(r)	70%	58%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Nepean Blue Mountains Local Health District	Administrative and Executive Assistant	Corporate Services	Senior Manager/Executive	Allied Health Professional	Allied Health Assistant	Health Education, Health Promotion and Health Protection	Counsellor, Welfare Support	Interpreters and Liaison Officer	Aboriginal Health Workers and Aboriginal Education Officers	Technician/Technologist	Hospital Scientist/Biomedical Engineers	Researchers	Data Analyst
NUMBER OF RESPONDENTS	1221	57	34	15	113	9	9	5	0	2	1	3	2	3
ENGAGEMENT	60%	61%	70%	(r)	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	37%	42%	62%	(r)	37%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	52%	52%	68%	(r)	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	64%	62%	76%	(r)	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	60%	58%	75%	(r)	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	61%	59%	71%	(r)	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Nepean Blue Mountains Local Health District	Technical Officers/Technical Assistant	Dental Officer, Therapists and Hygienist	Dental Specialist	Dental Assistant	Trainee Dental Assistant	Operational Ambulance Officers	Operational Ambulance Managers	Project Director	Project Manager	Project Officer	Cleaning, Linen and Food	Motor Vehicle, Patient Transport	Security Services, Fire Safety
NUMBER OF RESPONDENTS	1221	4	5	0	6	0	0	0	0	12	6	6	0	2
ENGAGEMENT	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	37%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Nepean Blue Mountains Local Health District	Residential Care Attendant, Patient Care Assistant, Patient Services, Wardsperson	Warehouse staff	Tradesperson	Apprentice Trade Worker and Trade Assistant	Trainee	Volunteer	Other job role	Prefer not to say
NUMBER OF RESPONDENTS	1221	3	2	9	0	3	0	12	42
ENGAGEMENT	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	48%
SENIOR MANAGERS	37%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	20%
COMMUNICATION	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	32%
HIGH PERFORMANCE	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	46%
PUBLIC SECTOR VALUES	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	43%
DIVERSITY & INCLUSION	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	38%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS



WHAT'S NEXT?

Sector employees have now given their feedback and these results show where actions and improvements are required.

Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

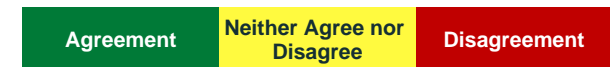
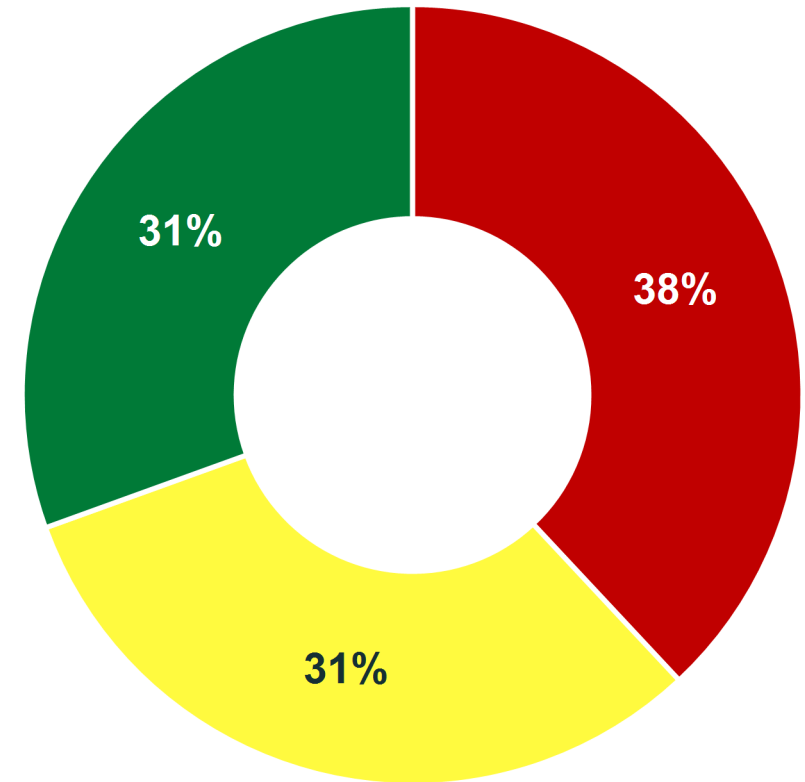
31%

of employees replied favourably to:

'I believe action will be taken on the results from this survey by my organisation.'

32%
SECTOR

34%
CLUSTER



GUIDE TO THIS REPORT

ANONYMITY RULES

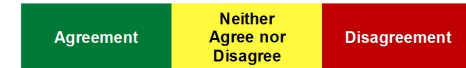
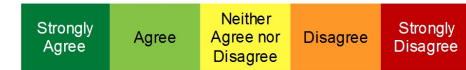
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

HOW TO READ THIS REPORT

The majority of questions have a 5-point answer scale. In reports, the Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.

Previous surveys had a 4-point answer scale, which means that comparisons are limited for this year only. Some scales, such as those used for the Engagement Index, are unchanged.



HOW THE DRIVERS AND INFLUENCERS ARE DERIVED

ORC International employs SPSS software to fully interrogate the results and perform appropriate calculations. Our statisticians need a minimum of **30 responses** from a team to perform the analysis to determine the top influences of engagement, leadership and other key question groups.

Statistical techniques applied for this analysis include **Factor Analysis** which identifies patterns in data and allows the statistician to assess whether the attitude questions are measuring the same underlying theme or characteristic.

Regression Analysis then involves building a statistical model based on research that employee engagement is affected by various elements of the workplace such as line manager, learning & development, reward and recognition, job role, etc. This analysis assigns importance weights to the attributes that have been measured. It relies on certain assumptions, one of which is that the variables used in the model should, by definition, not be strongly related to each other. The outcome of these techniques is a list of questions which we can say have the highest association with the engagement index, or more simply, are the most significant influencers of employee engagement

ROUNDING

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy.

Values from .00 to .49 are rounded down, whereas values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%. Example below:

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%